CRI 700: Human Resources Management in the Creative Industries
Fall 2017

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Note:	Only Ryerson accounts to be used for communication between staff and students.
Website:	This course makes extensive use of the D2L course platform for communicating with students, submitting assignments and reporting grades. Students must ensure they have access to D2L and seek training from Ryerson CCS if unable to effectively use it (ryerson.ca/courses/).
Office Hours	Pr. Dubois: Wed. 1-3 PM (RCC 315) TAs: TBA Note: Office hours are drop-in and no appointment is required.

Calendar Description

This course exposes students to the dynamic and diverse field of human resources management and provides a foundation in theory and practice for areas such as: human resources planning, recruitment and selection, training and development and compensation. Current events, relevant legislation and future trends are also explored. The course provides students with the fundamentals necessary to effectively manage the human resources function of an organization in the creative industries.

Program Information

This is a required course for all CI students. Pre-requisites include CRI 600 and BSM 600. All students must pass CRI 700 in order to register in CRI 800 and CRI 810.

Course Description

For creative organizations to succeed in today's competitive environment, they need to have

sound human resources (HR) strategies that are closely linked to their overall business strategy and organizational goals. This course exposes students to the dynamic and diverse field of Human Resources Management (HRM), which is critical to current and future people managers, whether or not their career orientation lies in HRM. The course provides a foundation in theory and practice in areas such as job analysis, human resources planning, recruitment, selection, training, performance appraisal, compensation, law and diversity management. The course also develops students' skills for effectively working in teams.

Teaching Methods

Course materials will be presented through a 2-hour lecture each week, plus ten (10) one-hour seminars. Teaching methods include lectures, videos, class discussions, experiential exercises, role plays, and case studies. Students are expected to make a contribution to the learning atmosphere in the classroom. Students who miss classes are responsible for any information assigned or distributed. Students are not free to attend whichever seminar they prefer; they must only attend the one in which they are registered.

The use of any electronic devices in classroom may be a source of distraction to other students. The use of laptop computers and other electronic devices may only be used for academic activities related to the course, e.g., note-taking. Students who use these electronic devices for non-course related purposes may be asked to leave the classroom.

Learning Objectives

Upon completion of the course, students are expected to be able to:

- Describe the HR function and explain the strategic role that it plays in an organization, its relationship to other functions, and the impact of effective HRM practices on an organization's effectiveness, ethical and social responsibility;
- Explain the main legal differences pertaining to employee treatment in the creative industries and the ways in which proactive organizations can foster creativity trough HRM;
- Describe the uses of job analysis and HR planning and describe how these two functions support business strategy;
- Discuss current practices in employee recruitment and selection, training and development, performance management, and employee relations, and the role HRM plays in building and sustaining an organization's human capital;
- Describe how strategic pay plans are established, the various types of compensation, employee benefits and services, and the concept of "total rewards";
- Think critically about HRM by analyzing current human resources issues and cases;
- Describe the key elements of effective teamwork and develop basic teamwork skills.

Reading Material (required)

- Dessler, G. and Chhinzer, N. (2016) Human Resources Management in Canada, Canadian 13th Edition, Pearson Toronto.
- Additional required material will be posted or linked to in the D2L site.

Evaluation

Item	Description	Group or Individual	Week or Seminar	% of Final Mark
Final exam	Multiple choice, Short answers & Essay	I	13 or 14	35
Research paper	2000 words research paper on an HRM topic	I	W7	25
Debate	40-minute debate on assigned topic + handout	G	S3, S6, S8	10
Case analysis	HRM group case analysis and action plan	G	S5 + S9	20
Attendance & Participation	Attend, be prepared, make positive & substantive contributions in the classroom	I	Ongoing	10
Bonus Marks: Learning Development	Attending up to 3: • Learning seminars • Approved research studies • CRI sponsored public event	I	Ongoing	3 (max)

- It is the student's responsibility to contact the professor promptly concerning any situation that may have an adverse impact upon his/her academic performance. Any considerations or accommodations must be requested well in advance (i.e. not last minute);
- Grades/penalties for each of the above items will be posted on D2L site within two weeks of the due dates, with the exception of the final exam;
- All assignments must be submitted to Turnitin through Dropbox on D2L by 5:00pm on the due date. Submitting your hard copy in class, but failing to also submit your assignment to Turnitin by the due date will result in a penalty of five (5) % per day. Missed presentations without permission will result in a mark of 0;
- Turnitin.com is a plagiarism prevention and detection service to which Ryerson subscribes Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with the professor for other arrangements. The professor reserves the right to submit work that is suspected to be plagiarized to Turnitin;
- Emails are answered in 48 business hours. Responses in non-crisis situations will be short, and all responses over 3 sentences will be addressed during the next office hours.
- Students must retain a personal copy of all work undertaken for this course as well as all rough materials, references, and working notes until the marked original has been returned;
- On occasion guest speakers may/will attend our class. Students should refrain from contacting these guests after the class, unless explicitly invited to do so.

Everyone is expected to hold up their end in group work. It is not acceptable to force classmates to cover for each other. Student may be required to submit a self and group evaluation form to confidentially underline their contributions to the group and identify those who do not pull their own weight. Students whose contributions are deemed to be insufficient will receive lower marks. Unfair or unreasonable scores will be over-ridden by instructors. These documents will be used to consider any complaints made by students about non-contributing group members. Students who do not take peer evaluation seriously may have their own marks reduced.

Details of Evaluation Components

Final Exam (35%)

The 3hr final exam will include all materials covered in both lectures and seminars. It will consist of multiple choice, short answers and essay questions. No study aids permitted. A review session (W12) will be conducted and information will be distributed on what to expect.

Research paper (25%)

Each student will carry out independent research using secondary resources. The purpose of this 2000 words paper is to develop a deeper understanding of a particular strategic HRM topic that pertains to CI and be able to conduct an unbiased investigation on a topic of their choosing. For this assignment, each student should include at least two (2) HR industry research report, two (2) peer-reviewed academic journal article, as well as multiple (relevant) chapters from the textbook. Potential topic areas include:

- Precarious Employment
- Using Social Media for Recruitment
- Executive Compensation
- Workforce Diversity
- Wage Gap
- What Motivates Employees at Work
- Minimum Wage
- Internships

Papers should be typed and double-spaced. All references should be cited using MLA or APA format. Visit the Ryerson Library for MLA or APA style guide references. Please include your name your section number and student number on all submissions. Please bring a hard copy and submit each assignment to turnitin.com before the due date/time on D2L.

Case Analysis (20%)

Teams of five (5) students will be formed at the first seminar class. If a student enrolls in the class at a later date, she or he is responsible for joining a team no later than Seminar 3. No student will be permitted to remain in the course if they have not joined a team by this date.

Part 1: Team Contract (5%)

This assignment requires that you work together with the members of your team to establish your GRPI team contract that includes your team's Goals, Roles, Decision-Making Procedures and Interpersonal behaviours. You will need to devote to this assignment at least two (2) hours outside of class, working together. The team contract is to be signed by all members. It must be submitted to turnitin on D2L and a hardcopy is to be handed to your seminar leader (S5).

Part 2: Case Analysis (15%)

Your team will be given a comprehensive HRM case which will be posted on D2L. Your team's task is to analyze the case. The case will have questions which you will need to answer critically using course concepts and theory. You will also be asked to make recommendations based on your thorough analysis. Full details can be found in the case description on D2L (S9).

Debates (10%)

40-minute debates, during which 2 teams must present an opening statement and then proceed to defend a position (for or against). Teams must make use of two (2) academic and two (2) non-academic sources to support their position on the HRM in CI topic assigned. All team members have to speak during the debate, which will be evaluated by both peers and seminar leaders.

Seminar attendance & participation (10%)

Students are expected to attend all seminars and lectures, but also to be prepared for them by having completed the readings. Seminar leaders will take attendance and note your participation in discussion, looking for well-prepared, positive and substantive interventions and comments. You will also participate in team building exercises and role-plays, and are expected to bring a copy of the assigned exercise/case with you to the respective seminar classes.

Bonus Marks: Learning Development (max 3%)

Students can earn up to 3 bonus marks by either attending CRI sponsored events, workshops aimed at student learning support on campus, or approved research studies carried out by CRI faculty. Marks will be granted 1 per session. The learning support workshops relevant include:

- The Library's research workshops and individual assistance. Inquire at the Reference Desk or at www.ryerson.ca/library/info/workshops.html
- Student Learning support: one-on-one tutorial help, individual sessions and workshops covering various aspects of researching, writing, and studying as well as English language support for non-native English speakers.

students must provide within 10 business days following the event: proof of registration through email as well as a signed form attesting to their attendance, completion and full participation in

the workshop. Students should print it and ask workshop instructors to complete it. These workshops are first come, first serve sign-up and will fill up. Opportunities to participate in research studies or attend CRI sponsored public events may be limited, so you are strongly encouraged to earn your marks through the workshops. It is up to you to get a space and sign up. Also, only relevant workshops will be considered (i.e. If you take a grad student workshop, if you are native English speaker and go for ESL support, or otherwise do something else not relevant to your course of study, you will not get bonus marks).

Course Schedule[1]

Note: students <u>must</u> complete required readings prior to their assigned course meeting

WEEK	TOPIC(S) & READING(S	SEMINAR GOALS	EXERCISE /ASSIGNMENT DUE AT SEMINAR
09.08	Lecture 1 Introducing course and teaching team The Strategic Role of HRM Reading: Chapter 1	Seminars begin next week.	
09.15	Lecture 2 Designing and Analyzing Jobs Readings: Chapter 4 & Fundamental Concepts of Group Behaviour (D2L)	Seminar 1 – Goals ❍ Get acquainted and build a positive learning space and establish ground rules ❍ Explore your current understanding of HRM	Seminar 1 Exercise/Case How Knowledgeable are You about HRM? Review Chapter 1 Forming your project teams Debate roster
09.22	Lecture 3 Human Resource Planning Reading: Chapter 5	Seminar 2 – Goals ❍ Begin to get to know project team members ❍ Forming" stage of team development ❍ Expectations for the debates ❍ Expectations for case analysis	Seminar 2 Exercise/Case Team building Review key Concepts of Group Behaviour
09.29	Lecture 4 HRM in the CI: Key differences Readings: McLean, L. (2005). Organizational culture's influence on creativity and innovation: A review of the literature & implications for HR dev. Hotho, S., & Champion, K. (2011). Small businesses in the new creative industries	Seminar 3 – Goals ❍ Debate 1 (Wives of Rockstar, Spouses of EA)	Seminar 3 Exercise/Case Review Chapter 5
10.06	Lecture 5 Recruitment & Selection Readings: Chapters 6 and 7	Seminar 4 – Goals ❍ Complete a simple HR Planning exercise ❍ Expectations for the research paper	Seminar 4 Exercise/Case Supply and Demand for a Summer Camp Review McLean & Hotho readings
	STUDY WEEK		
10.20	Lecture 6 Managing Employee Separations: Employee Engagement & turnover Reading: Chapter 15	Seminar 5 – Goals ❍ Team Contract to seminar leader ❍ Conduct mock interviews	Seminar 5 Exercise/Case Mock Interviews Hand in Team Contract

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[1] This is a tentative outline and is subject to changes. The professor reserves the right to modify the syllabus as required over the course of the term, but any changes to assignments, due dates, and/or grading scheme will be discussed prior to being implemented.

10.27	Lecture 7 Strategic Pay Plans & Pay-for-Performance and Financial Incentives Readings: Chapters 11 and 12	Seminar 6 – Goals ❍ Debate 2 (creativity tests)	Seminar 6 Exercise/Case Review Chapter 10.
11.03	Lecture 8 Employee Benefits & Services Reading: Chapter 13 Hand in Research paper (in class)	Seminar 7 – Goals ❍ Providing effective performance feedback	Seminar 7 Exercise/Case Performance Appraisal Role Play
11.10	Lecture 9 Onboarding, Training & Performance Management Readings: Chapters 8 and 10 Gupta, A. & Singhal, A. (1993). Managing HR for innovation and creativity	Seminar 8 – Goals ❍ Debate 3 (appraisal)	Seminar 8 Exercise/Case Flexible Benefits Review Chapter 13
11.17	Lecture 10 Occupational Health & Safety Reading: Chapter 14 Hand in Team Case Analysis	Seminar 9 – Goals ❍ Design a training program for CI	Seminar 9 Exercise/Case Training workshop Review Chapters 8-10
11.24	Lecture 11 The Changing Legal Emphasis: Compliance and Impact on Canadian Workplaces Reading: Chapter 2	Seminar 10 – Goals ❍ Explore legal issues (accommodation, discrimination) & aspects to valuing diversity	Seminar 10 Exercise/Case TBD Review Chapter 14
12.01	Lecture 12 Course conclusions Exam Review	Seminar 11 – Goals ❍ Seminar leader return Case Analysis Complete a seminar evaluation	Seminar 11 Exercise/Case Course debrief and final questions Review Chapter 2
FINAL EXAMS PERIOD			

Policy Guidelines

This course is conducted in accordance with all relevant University academic policies and procedures and students are expected to familiarize themselves with them and adhere to them. Students should refer online (ryersoncreative.ca) to the CI Student Handbook for specific information with respect to the following policies:

Policy #60:   Student Code of Academic Conduct
Policy #61:   Student Code of Non-Academic Conduct
Policy #134: Undergraduate Academic Consideration and Appeals
Policy #157: Ryerson's E-mail Accounts for Official Communication
Policy #159: Academic Accommodation of Students with Disabilities